



TTI
SUCCESS
INSIGHTS®

Management-Staff

Jane Doe

President

ABC Company

05.28.2021

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Introduction



Behavioral research suggests that the most effective people are those who understand themselves, both their strengths and weaknesses, so they can develop strategies to meet the demands of their environment.

A person's behavior is a necessary and integral part of who they are. In other words, much of our behavior comes from "nature" (inherent), and much comes from "nurture" (our upbringing). It is the universal language of "how we act," or our observable human behavior.

In this report we are measuring four dimensions of normal behavior. They are:

- How you respond to problems and challenges.
- How you influence others to your point of view.
- How you respond to the pace of the environment.
- How you respond to rules and procedures set by others.

This report analyzes behavioral style; that is, a person's manner of doing things. Is the report 100% true? Yes, no and maybe. We are only measuring behavior. We only report statements from areas of behavior in which tendencies are shown. To improve accuracy, feel free to make notes or edit the report regarding any statement from the report that may or may not apply, but only after checking with friends or colleagues to see if they agree.

"All people exhibit all four behavioral factors in varying degrees of intensity."

–W.M. Marston

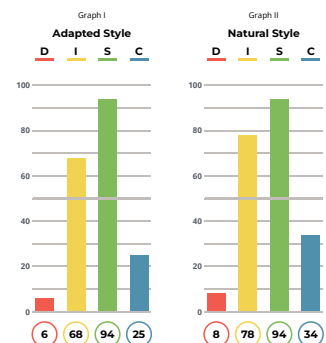
Behavioral Characteristics



Based on Jane's responses, the report has selected general statements to provide a broad understanding of her work style. These statements identify the basic natural behavior that she brings to the job. That is, if left on her own, these statements identify HOW SHE WOULD CHOOSE TO DO THE JOB. Use the general characteristics to gain a better understanding of Jane's natural behavior.

Jane is family-oriented. She may go to great lengths to ensure the "happiness" of her personal or work family. When people are involved, she may not always be precise about the use of her time. She can be possessive and develop strong attachments for her work group, close friends and family. She can be open, patient and tolerant of differences. Her natural quality of being nonjudgmental is a great strength. Because she is receptive and listens well, she excels in gathering information. Jane is usually steady, easygoing and relaxed. When challenged, she becomes more objective. She prefers to help and support others rather than compete against them. Jane's flexibility will allow her to fit into almost any environment. While she is usually considered as people-oriented, she does have a technical side. Once "in the groove" of an established work pattern, Jane can follow it with seemingly unending patience.

Jane often thinks over major decisions before acting. She is persistent and persevering in her approach to achieving goals. She prefers to plan her work and work her plan. Others may find it refreshing to have her on their team. She finds making decisions easier when she knows that others she respects are doing the same thing; she then has a feeling of stability and "family." Once she has arrived at a decision, she can be tough-minded and unbending. She has made her decision after gathering much data, and she probably won't want to repeat the process. She prefers to take time to analyze situations that can be felt, touched, seen, heard, personally observed or experienced. She can be sensitive to the feelings of others and is able to display real empathy for those who are experiencing difficulties.

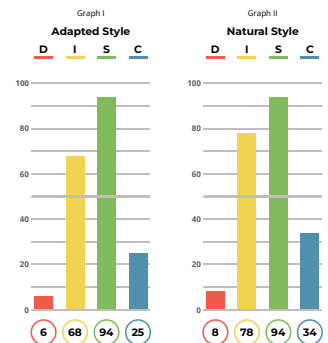


Behavioral Characteristics

Continued



Jane likes to know what is expected of her in a working relationship and have the duties and responsibilities of others who will be involved explained. Communication is accomplished best by well-defined avenues. She is quick to pick up on group dynamics and skilled in fitting in with a group. She brings both speaking and listening skills to the group. She will be open with those she trusts; however, reaching the required trust level may take time. She usually is considerate, compassionate and accepting of others; however, on some occasions can become stubborn. Stubbornness surfaces when her ideals and beliefs are confronted. Jane likes a friendly, open style of communication.

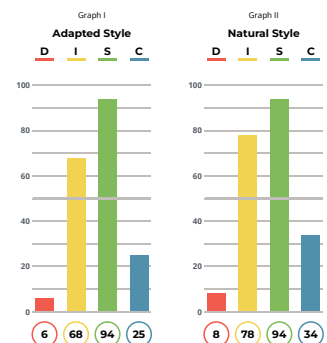


Value to the Organization



This section of the report identifies the specific talents and behavior Jane brings to the job. By looking at these statements, one can identify her role in the organization. The organization can then develop a system to capitalize on her particular value and make her an integral part of the team.

- ✓ Turns confrontation into positives.
- ✓ Adaptable.
- ✓ Works for a leader and a cause.
- ✓ People-oriented.
- ✓ Respect for authority and organizational structure.
- ✓ Dependable team player.
- ✓ Builds good relationships.
- ✓ Flexible.



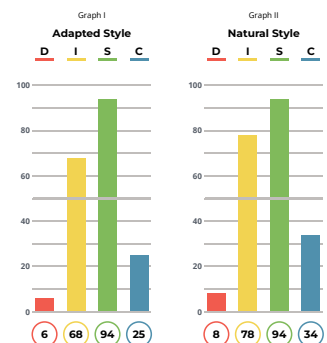
Checklist for Communicating



Most people are aware of and sensitive to the ways with which they prefer to be communicated. Many people find this section to be extremely accurate and important for enhanced interpersonal communication. This page provides other people with a list of things to DO when communicating with Jane. Read each statement and identify the 3 or 4 statements which are most important to her. We recommend highlighting the most important "DO's" and provide a listing to those who communicate with Jane most frequently.

Ways to Communicate

- ✓ Watch carefully for possible areas of early disagreement or dissatisfaction.
- ✓ Support your communications with correct facts and data.
- ✓ Take time to be sure that she is in agreement and understands what you said.
- ✓ Take your time and be persistent.
- ✓ Provide a friendly environment.
- ✓ Move casually, informally.
- ✓ Be sincere and use a tone of voice that shows sincerity.
- ✓ Show sincere interest in her as a person. Find areas of common involvement and be candid and open.
- ✓ Ask "how?" questions to draw her opinions.
- ✓ Clearly define (preferably in writing) individual contributions.
- ✓ Be prepared.
- ✓ Start, however briefly, with a personal comment. Break the ice.



Checklist for Communicating

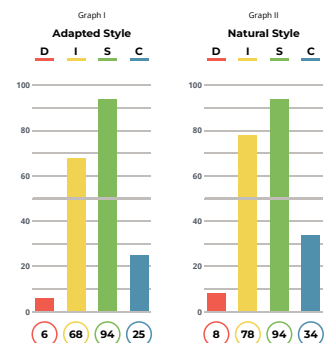
Continued



This section of the report is a list of things NOT to do while communicating with Jane. Review each statement with Jane and identify those methods of communication that result in frustration or reduced performance. By sharing this information, both parties can negotiate a communication system that is mutually agreeable.

Ways NOT to Communicate

- ❌ Be domineering or demanding; don't threaten with a position of power.
- ❌ Be abrupt and rapid.
- ❌ Keep deciding for her, or she'll lose initiative. Don't leave her without backup support.
- ❌ Be haphazard.
- ❌ Force her to respond quickly to your objectives. Don't say, "Here's how I see it."
- ❌ Offer assurance and guarantees you can't fulfill.
- ❌ Make promises you cannot deliver.
- ❌ Talk to her when you're extremely angry.
- ❌ Give your presentation in random order.
- ❌ Push too hard or be unrealistic with deadlines.
- ❌ Patronize or demean her by using subtlety or incentive.



Communication Tips



This section provides suggestions for methods which will improve Jane's communications with others. The tips include a brief description of typical people with whom she may interact. By adapting to the communication style desired by other people, Jane will become more effective in her communications with them. She may have to practice some flexibility in varying her communication style with others who may be different from herself. This flexibility and the ability to interpret the needs of others is the mark of a superior communicator.

Compliance

When communicating with a person who is dependent, neat, conservative, perfectionist, careful and compliant:

- ✓ Prepare your "case" in advance.
- ✓ Stick to business.
- ✓ Be accurate and realistic.
- ✗ Being giddy, casual, informal, loud.
- ✗ Pushing too hard or being unrealistic with deadlines.
- ✗ Being disorganized or messy.

Dominance

When communicating with a person who is ambitious, forceful, decisive, strong-willed, independent and goal-oriented:

- ✓ Be clear, specific, brief and to the point.
- ✓ Stick to business.
- ✓ Be prepared with support material in a well-organized "package."
- ✗ Talking about things that are not relevant to the issue.
- ✗ Leaving loopholes or cloudy issues.
- ✗ Appearing disorganized.

Steadiness

When communicating with a person who is patient, predictable, reliable, steady, relaxed and modest:

- ✓ Begin with a personal comment—break the ice.
- ✓ Present your case softly, non-threateningly.
- ✓ Ask "how?" questions to draw their opinions.
- ✗ Rushing headlong into business.
- ✗ Being domineering or demanding.
- ✗ Forcing them to respond quickly to your objectives.

Influence

When communicating with a person who is magnetic, enthusiastic, friendly, demonstrative and political:

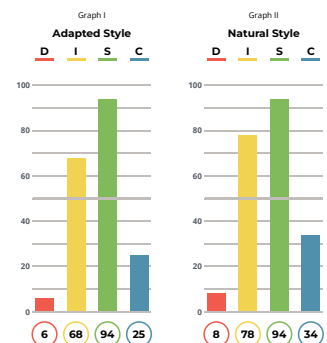
- ✓ Provide a warm and friendly environment.
- ✓ Don't deal with a lot of details (put them in writing).
- ✓ Ask "feeling" questions to draw their opinions or comments.
- ✗ Being curt, cold or tight-lipped.
- ✗ Controlling the conversation.
- ✗ Driving on facts and figures, alternatives, abstractions.

Ideal Environment



This section identifies the ideal work environment based on Jane's basic style. People with limited flexibility will find themselves uncomfortable working in any job not described in this section. People with flexibility use intelligence to modify their behavior and can be comfortable in many environments. Use this section to identify specific duties and responsibilities that Jane enjoys and also those that create frustration.

- ✓ Little conflict between people.
- ✓ Workplace where people seldom get mad.
- ✓ A stable and predictable environment.
- ✓ An environment in which she may deal with people on a personal, intimate basis.
- ✓ Assignments that can be completed one at a time.
- ✓ Practical work procedures.



Perceptions



See Yourself As Others See You

A person's behavior and feelings may be quickly telegraphed to others. This section provides additional information on Jane's self-perception and how, under certain conditions, others may perceive her behavior. Understanding this section will empower Jane to project the image that will allow her to control the situation.



Jane usually sees herself as being:

- ✓ Considerate
- ✓ Thoughtful
- ✓ Good-Natured
- ✓ Dependable
- ✓ Team Player
- ✓ Good Listener



Under moderate pressure, tension, stress or fatigue, others may see her as being:

- ✓ Nondemonstrative
- ✓ Hesitant
- ✓ Unconcerned
- ✓ Inflexible



Under extreme pressure, stress or fatigue, others may see her as being:

- ✓ Possessive
- ✓ Stubborn
- ✓ Detached
- ✓ Insensitive

Descriptors



Based on Jane's responses, the report has marked those words that describe her personal behavior. They describe how she solves problems and meets challenges, influences people, responds to the pace of the environment and how she responds to rules and procedures set by others.

Driving	Inspiring	Relaxed	Cautious
Ambitious	Magnetic	Passive	Careful
Pioneering	Enthusiastic	Patient	Exacting
Strong-Willed	Persuasive	Possessive	Systematic
Determined	Convincing	Predictable	Accurate
Competitive	Poised	Consistent	Open-Minded
Decisive	Optimistic	Steady	Balanced Judgment
Venturesome	Trusting	Stable	Diplomatic
Dominance	Influence	Steadiness	Compliance
Calculating	Reflective	Mobile	Firm
Cooperative	Factual	Active	Independent
Hesitant	Calculating	Restless	Self-Willed
Cautious	Skeptical	Impatient	Obstinate
Agreeable	Logical	Pressure-Oriented	Unsystematic
Modest	Suspicious	Eager	Uninhibited
Peaceful	Matter-of-Fact	Flexible	Arbitrary
Unobtrusive	Incisive	Impulsive	Unbending

Natural & Adapted Style



Jane's natural style of dealing with problems, people, pace of events and procedures may not always fit what the environment needs. This section will provide valuable information related to stress and the pressure to adapt to the environment.

Problems & Challenges

Natural

Jane uses a laid-back and peaceful approach to problem solving. She tends to solve problems in a reactive and team-oriented manner. Jane tends to be unobtrusive and avoids confrontation, so she can be seen as a true team player.

Adapted

Jane sees no need to change her approach to solving problems or dealing with challenges in her present environment.

People & Contacts

Natural

Jane is enthusiastic about her ability to influence others. She prefers an environment in which she has the opportunity to deal with different types of individuals. Jane is trusting and also wants to be trusted.

Adapted

Jane sees no need to change her approach to influencing others to her way of thinking. She sees her natural style to be what the environment is calling for.

Natural & Adapted Style



Pace & Consistency

Natural

Jane is comfortable in an environment in which there are few projects going on concurrently. She is appreciative of the team concept and feels quite secure in an environment where the need to move from one activity to another quite quickly is held to a minimum.

Adapted

Jane sees her natural activity style to be just what the environment needs. What you see is what you get for activity level and consistency. Sometimes she would like the world to slow down.



Procedures & Constraints

Natural

Jane is independent by nature and somewhat self-willed. She is open to new suggestions and can, at times, be seen as somewhat freewheeling. She is most comfortable in an environment where the constraints can be "loosened" for certain situations.

Adapted

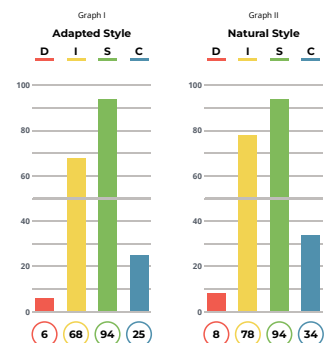
Jane shows little discomfort when comparing her basic (natural) style to her response to the environment (adapted) style. The difference is not significant, and Jane sees little or no need to change her response to the environment.

Adapted Style



Jane sees her present work environment requiring her to exhibit the behavior listed on this page. If the following statements DO NOT sound job related, explore the reasons why she is adapting this behavior.

- ✓ Consistency of task performance.
- ✓ Being conservative, not competitive, in nature.
- ✓ Exhibiting patience and good listening skills.
- ✓ Limited or prepared changes in routine.
- ✓ Freedom from confrontation.
- ✓ Presenting a practical, proven approach to decision making.
- ✓ Logical solutions.
- ✓ Undemanding of others' time and attention.
- ✓ Adherence to established guidelines and procedures.
- ✓ Being a good "team player."
- ✓ Being cooperative and supportive.
- ✓ Diplomatic cooperation in team interaction.
- ✓ Being cordial and helpful when dealing with new clients or customers.



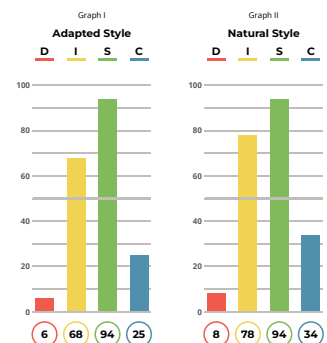
Keys to Motivating



This section of the report was produced by analyzing Jane's wants. People are motivated by the things they want; thus wants that are satisfied no longer motivate. Review each statement produced in this section with Jane and highlight those that are present "wants."

Jane wants:

- ✓ Peace and harmony.
- ✓ Methods for performing high quality work.
- ✓ Safety and security of the situation.
- ✓ A predictable work environment.
- ✓ People who understand her reasons for not wanting to argue.
- ✓ A plan she understands.
- ✓ Constant appreciation and a feeling of security on the team.
- ✓ Identification with fellow workers.
- ✓ To be persuaded by logic and emotion.
- ✓ To be accepted as a member of the team.
- ✓ Freedom from conflict and confrontation.
- ✓ Recognition for loyalty and long service.
- ✓ A leader to follow and one who sets good examples.



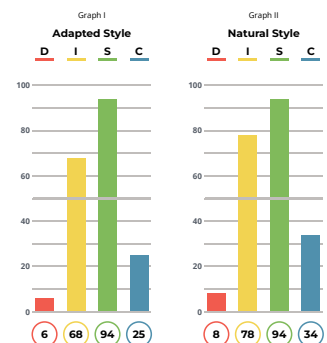
Keys to Managing



In this section are some needs which must be met in order for Jane to perform at an optimum level. Some needs can be met by herself, while management must provide for others. It is difficult for a person to enter a motivational environment when that person's basic management needs have not been fulfilled. Review the list with Jane and identify 3 or 4 statements that are most important to her. This allows Jane to participate in forming her own personal management plan.

Jane needs:

- ✓ Support in the clutch or when pressured for quick results.
- ✓ A program to encourage creativity and self-worth.
- ✓ A feeling of belonging—to know how important she is to the team.
- ✓ Reassurances that she is doing the job right.
- ✓ The facts in a logical sequence.
- ✓ Clear assignments with detailed instructions.
- ✓ A way to say "no" when she feels "no."
- ✓ To set professional and family goals.
- ✓ Methods to translate ideas into action.
- ✓ Assistance in new or difficult assignments.
- ✓ A quality product in which to believe.



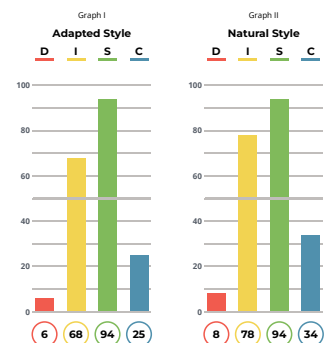
Areas for Improvement



In this area is a listing of possible limitations without regard to a specific job. Review with Jane and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering her performance and develop an action plan to eliminate or reduce this hindrance.

Jane has a tendency to:

- ✓ Hold a grudge if her personal beliefs are attacked.
- ✓ Underestimate her abilities.
- ✓ Be too conservative—bides time and avoids much that is new.
- ✓ Take criticism of her work as a personal affront.
- ✓ Be dependent on others for decisions, even if she knows she is right.
- ✓ Avoid accountability by overstating the complexity of the situation.
- ✓ Not let others know where she stands on an issue.
- ✓ Need help in prioritizing new assignments.



Action Plan

Professional Development



1. I learned the following behaviors contribute positively to increasing my professional effectiveness: (list 1-3)

2. My report uncovered the following behaviors I need to modify or adjust to make me more effective in my career: (list 1-3)

3. When I make changes to these behaviors, they will have the following impact on my career:

4. I will make the following changes to my behavior, and I will implement them by _____:

Action Plan

Personal Development



1. When reviewing my report for personal development, I learned the following key behaviors contribute to reaching my goals and the quality of life I desire: (list 1-3)

2. The following behaviors were revealed, which show room for improvement to enhance the quality of my life: (list 1-3)

3. When I make changes to these behaviors, I will experience the following benefits in my quality of life:

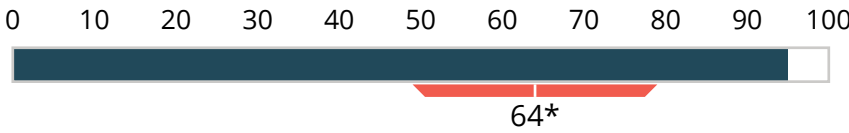
4. I will make the following changes to my behavior, and I will implement them by _____:

Behavioral Hierarchy

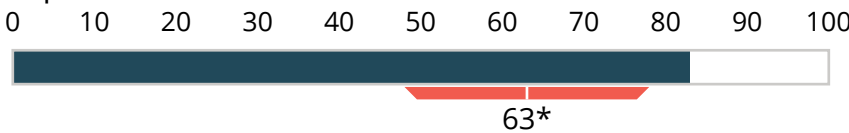


The Behavioral Hierarchy graph will display a ranking of your natural behavioral style within a total of twelve (12) areas commonly encountered in the workplace. It will help you understand in which of these areas you will naturally be most effective.

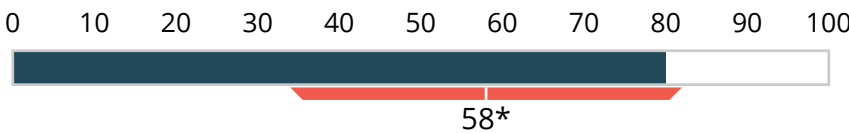
1. People-Oriented - Build rapport with a wide range of individuals.



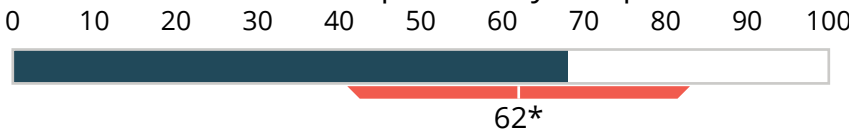
2. Customer-Oriented - Identify and fulfill customer expectations.



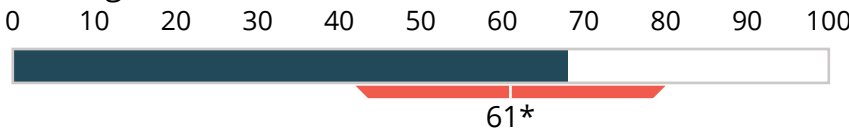
3. Interaction - Frequently engage and communicate with others.



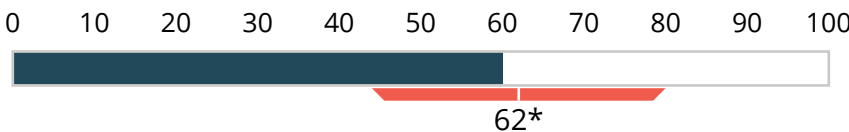
4. Consistent - Perform predictably in repetitive situations.



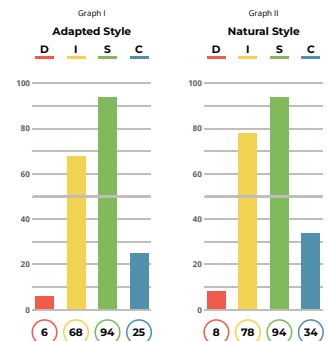
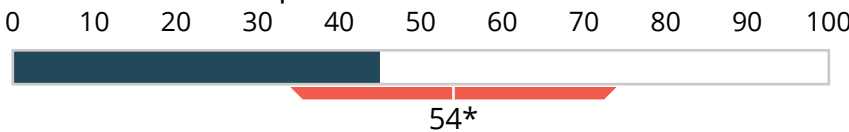
5. Following Policy - Adhere to rules, regulations, or existing methods.



6. Persistence - Finish tasks despite challenges or resistance.



7. Versatile - Adapt to various situations with ease.

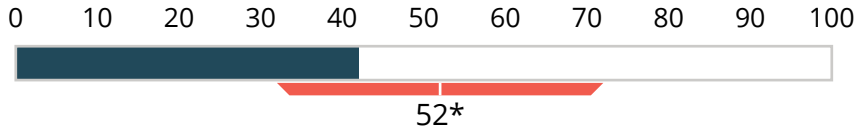


* 68% of the population falls within the shaded area.

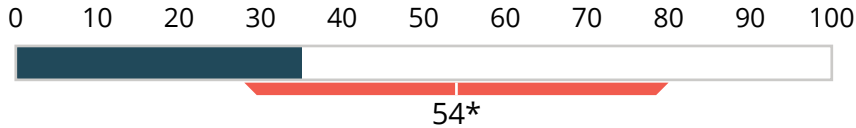
Behavioral Hierarchy



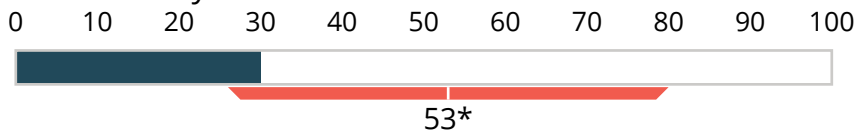
8. Frequent Change - Rapidly shift between tasks.



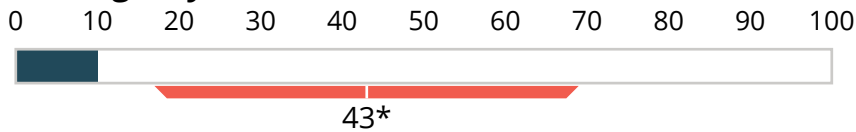
9. Analysis - Compile, confirm and organize information.



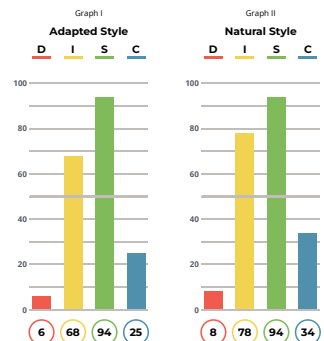
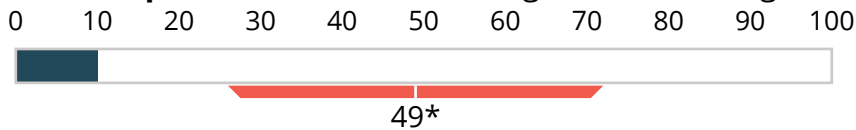
10. Organized Workplace - Establish and maintain specific order in daily activities.



11. Urgency - Take immediate action.



12. Competitive - Want to win or gain an advantage.



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 * 68% of the population falls within the shaded area.

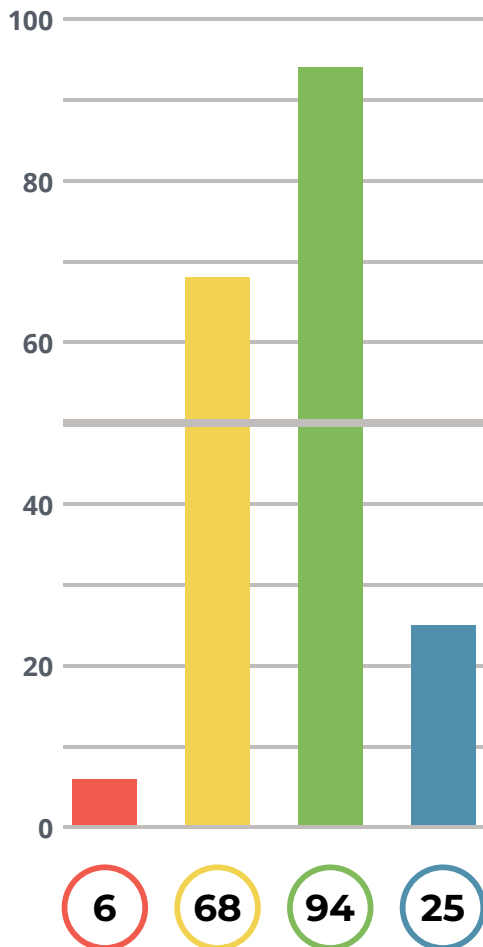
Style Insights® Graphs



Graph I

Adapted Style

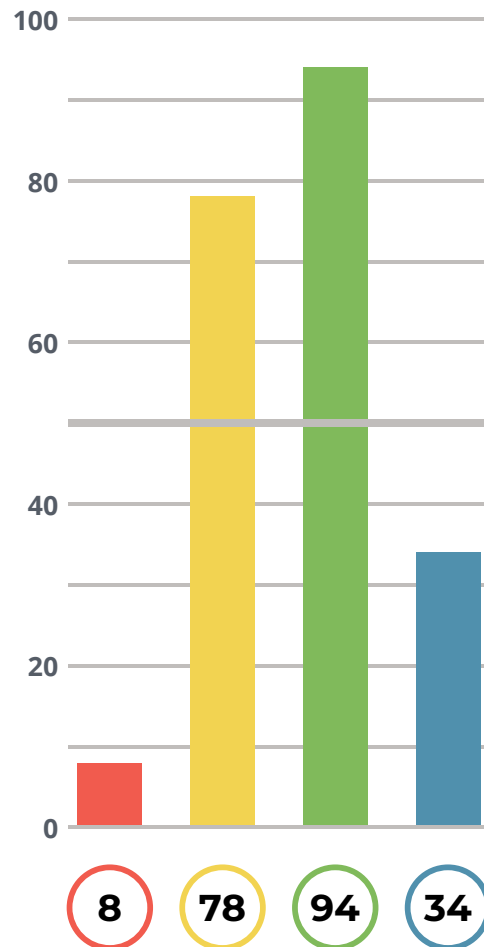
D **I** **S** **C**



Graph II

Natural Style

D **I** **S** **C**



The Success Insights® Wheel



The Success Insights® Wheel is a powerful tool popularized in Europe. In addition to the text you have received about your behavioral style, the Wheel adds a visual representation that allows you to:

- View your natural behavioral style (circle).
- View your adapted behavioral style (star).
- Note the degree you are adapting your behavior.

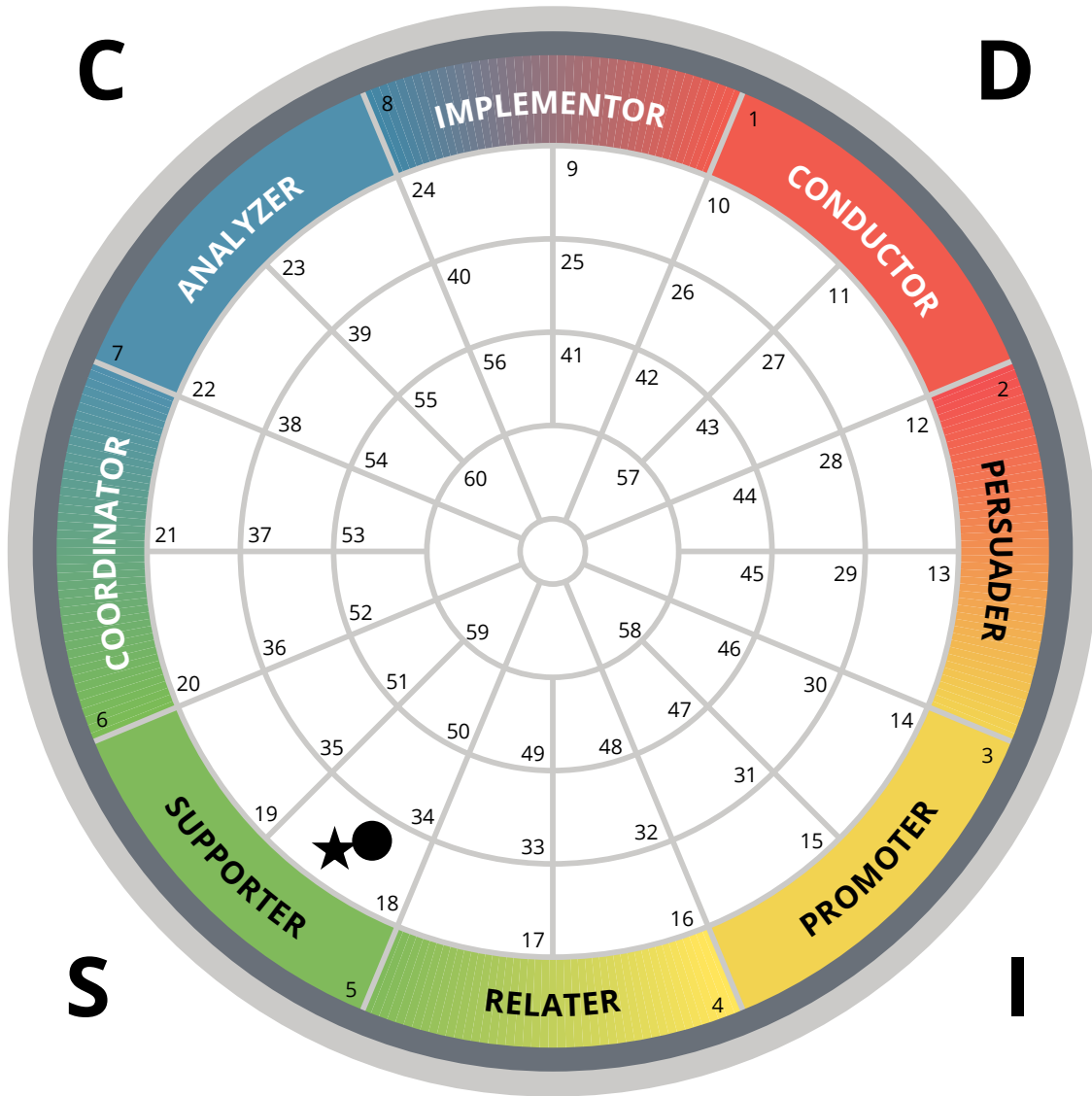
Notice on the next page that your Natural style (circle) and your Adapted style (star) are plotted on the Wheel. If they are plotted in different boxes, then you are adapting your behavior. The further the two plotting points are from each other, the more you are adapting your behavior.

If you are part of a group or team who also took the behavioral assessment, it would be advantageous to get together, using each person's Wheel, and make a master Wheel that contains each person's Natural and Adapted style. This allows you to quickly see where conflict can occur. You will also be able to identify where communication, understanding and appreciation can be increased.

The Success Insights® Wheel



Jane Doe
 ABC Company
 5-28-2021



Adapted: ★ (18) RELATING SUPPORTER
 Natural: ● (18) RELATING SUPPORTER
 Norm 2021 R4

T: 11:10